
Lead the way

Refocusing Health Care in Alberta Public Engagement:
What We Heard January – May 2025



Alberta 

Lead the way | Primary and Preventative Health Services

ISBN 978-1-4601-6350-4

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Ministers' Message

Albertans have been clear: they want a health care system that is more accessible, more responsive, and more closely connected to the needs of patients, families, and communities. As the Ministers responsible for overseeing Alberta's health care system, we are united in our commitment to making that happen.

This year, we fulfilled our promise to return for more conversations with Albertans through a second round of in-person engagement sessions across the province. This provided meaningful opportunities to hear directly from those on the front lines of care—as well as from the individuals and families who rely on the health care system every day.

This latest round of engagement also allowed us to share some of the early changes already underway, changes that reflect the feedback you gave us in the first round. Whether it's improving access, supporting health care workers, or reducing administrative barriers, your feedback is shaping real action and continues to guide the work to refocus Alberta's health care system. The experiences and insights you've shared are helping to build a stronger, more responsive, and more accountable system, one that better supports both the people receiving care and the professionals providing it.

Ongoing engagement is a key pillar of the refocusing initiative. We know meaningful, lasting change depends on continued collaboration with the people who use, deliver, and support health care in Alberta. With oversight now shared across our four ministries, we're better positioned than ever to offer strong direction, clear accountability, and a coordinated approach to improving care.

Thank you to everyone who took part. Your voices are helping lead the way in building a health care system that truly meets the needs of Albertans today and for generations to come.

Sincerely,

Adriana LaGrange,

Minister of Primary and
Preventative Health
Services

Matt Jones,

Minister of Hospital and
Surgical Health
Services

Jason Nixon,

Minister of Assisted
Living and Social
Services

Rick Wilson,

Minister of Mental
Health and Addiction

Introduction

Alberta's efforts to refocus the health care system are underway. This work aims to put the patient first in care delivery and decision making and give health professionals and their leaders the necessary support to provide Albertans with the world-class health care they need and deserve.

In recognition of the significant change this represents, government made a commitment to engage with Albertans to get their thoughts on the refocusing efforts. The first major engagement effort, called "*Shape the Way*," took place between Winter and Spring 2024. A "What We Heard" [report](#) from these engagements summarizes the comprehensive feedback and ideas from over 30,000 patients, families, caregivers, and health care workers from across Alberta. At that time, a commitment was made to return in 2025 to speak with Albertans and continue the conversation.

A second round of public engagement, "*Lead the Way*," took place between January and May 2025. It provided Albertans with additional information on the current state of the health care system refocusing efforts, sharing updates on the progress made and providing an opportunity for individuals to continue to share their thoughts. This engagement effort included 64 in-person sessions and six virtual sessions and has resulted in this second what we heard report. The report provides government with an updated view on Albertans' thoughts and recommendations, including alignment with the previous engagement themes and suggestions, as well as insights as to what has changed.

Through this report, references to the earlier *Shape the Way* report help to provide clarity, support alignment, and show how the new findings build upon what Albertans previously identified. This additional round of engagement was essential in staying connected during a time of significant change, building trust and transparency with Albertans on the path forward.

What We Heard: Refocusing Health Care in Alberta

Alberta's health care system is undergoing a major refocusing to better meet the needs of patients and support the health care workers who care for them. The goal of this transformation is to improve access to care, enhance the quality and coordination of services, and build a more sustainable and responsive system for the future. Throughout this process, the government remains committed to engaging with Albertans, sharing information, listening to feedback, and working together to shape a stronger health care system.

The *Shape the Way* engagement took place between January and April 2024 and was a significant public engagement effort that gathered insights from over 30,000 participants across over 65 sessions. Government committed to returning to share updates on progress and continue the conversation with Albertans.

Progress since the first round of engagement

Since the initial round of public engagement in 2024, significant work took place to improve patient outcomes, reduce wait times, and enhance system efficiency. Four sector-focused provincial health agencies were stood up as a part of the transition away from Alberta Health Services as a single provincial health authority.

- **Primary Care Alberta:** Focusing on improving access to primary care providers and making it easier to access day-to-day health services throughout every stage of life and in every corner of the province.
- **Acute Care Alberta:** Working directly with service providers, the network of hospitals, urgent care centres, and emergency medical services (EMS) to deliver fast, efficient, and compassionate health services across Alberta.
- **Assisted Living Alberta:** Delivering care more effectively and consistently across the province by enhancing home and community services, expediting spaces in supportive living environments and continuing care homes.
- **Recovery Alberta:** Providing comprehensive and accessible recovery-oriented mental health and addiction services to all Albertans.

As of May 16, 2025, the Ministries of Primary and Preventive Health Services, Hospital and Surgical Services, Assisted Living and Social Services, and Mental Health and Addiction will provide oversight and set policy direction for the four agencies.

Key initiatives announced or implemented

Feedback from the *Shape the Way* engagement in 2024 resulted in a first what we heard report. Findings in this report are being used by the government to inform the refocusing efforts. While the work to refocus Alberta’s health care system is not complete, significant progress has been made. The following are examples of key initiatives that are now underway in response to suggestions from the first round of engagement to better meet the health care needs of Albertans:

Access to care	
• Aiming to complete a record number of surgeries (310,000) in 2025 with a \$313 million investment to expand operating room capacity. • Implementing the Nurse Practitioner Primary Care Program. • Announced the new Primary Care Physician Compensation Model. • Investing \$10 million in the Alberta Midwifery Strategy. • The Rural Health Action Plan supports underserved areas with \$46 million in bursaries and grants for rural physicians.	
Ongoing communication and transparency	
• Followed through on the commitment to conduct a second round of comprehensive engagement to inform refocusing efforts. • Provincial health agencies continue to enhance transparency and communication with health care workers through targeted engagement efforts. • The Modernizing Alberta’s Primary Health Care System Dashboard tracks 30 action items quarterly to show progress and ensure accountability.	

Supporting and sustaining the health care work force



- Furthering work on the Rural Health Professions Action Plan.
- The Municipality Supported Clinics Grant expands team-based primary care and supports staffing through nursing and physician assistant programs.
- Accessible education including bursaries, rural training centres, and dual credit high school programs.
- Increasing training opportunities, including Indigenous health care aide programs and grants and entry-level nurse practitioner programs.

Unique needs in rural, remote and Indigenous communities



- Investing \$6 million in the Rural Health Professions Action Plan to attract rural health workers, support housing, and inspire students.
- Established the Indigenous Health Division to support culturally safe and appropriate care efforts.
- Launched the Rural and Remote Health Facility Capital Plan.

Local decision-making and empowerment



- Adapting regional advisory council boundaries to reflect the health corridors, with two new councils added to better represent the interests of Albertans.
- The Indigenous Advisory Council is also being stood up and will further coordinate with the regional councils.
- Health foundations engagement clarified roles and supported policy changes to strengthen their impact.

Accountability of the health care system



- Improved and consistent reporting on EMS performance, continuing care audits, and engagement outcomes.
- Ministers oversee the health care system with direct agency oversight and performance metrics to monitor patient outcomes.
- Expansion of access to Connect Care for paramedics, with further expansion plans underway for primary care physicians.

System integration and coordination



- Integrated system planning to ensure a unified approach among the four ministries and provincial health agencies in alignment with provincial priorities.
- Established the Integration Council to align system goals, identify efficiencies and remove barriers to system integration.
- Improving patient navigation through an electronic referral system for more timely access to specialist care.

Key themes from Lead the Way 2025

The *Lead the Way* 2025 public engagement took place from January to May 2025, building on the government's ongoing commitment to public consultation following the *Shape the Way* sessions in 2024. This engagement provided health care workers and Albertans another opportunity to share their perspectives and contribute to the evolving conversation about improving the health care system. It also

served as a forum to share updates and information on refocusing efforts and identify opportunities to improve local decision making.

While progress is underway to refocus the health care system, participants noted that many long-standing challenges still exist. Programs like the nurse practitioner initiative are starting to make a positive impact, but it will take time for the refocused system to fully take shape and reflect the future Albertans want to see. The repeated themes in public feedback highlight not only the persistence of long-standing issues, but also a growing expectation for visible change. The themes emerging from *Lead the Way* closely align with those identified in *Shape the Way*, but now carry greater clarity and urgency. This shows that while the core concerns are consistent, the conversation is becoming more focused and forward-looking.

1. **Access to care** remains a central concern. Participants are still expressing difficulty with timely access to primary care, long wait times in emergency departments and for surgeries. Access to continuing care and home care services that meet patient needs in their communities remains a challenge. However, programs such as the nurse practitioner funding model, expanded use of pharmacists, and increased focus of the provincial health agencies on specific patient outcomes were identified as steps in the right direction.
2. **Prevention and public health** was further elevated as a major theme. While reflected in some of the detailed feedback last year, the frequency that these topics were raised reflects a shift in Albertans' perspective regarding the importance of proactive care and community-based health strategies. Albertans expect the health care system to shift to a greater emphasis on proactive actions, education, and resources to reduce the demand on the health care system and focus on keeping people healthy rather than only treating people once they need urgent or acute care.
3. **Resource allocation and coordination** aligns closely with the prior theme of system integration and coordination. Albertans want the health care system to be more efficient and to use the resources, people, and equipment it has more effectively. There is now a clearer call for transparency in how resources are distributed and how services are aligned across regions and populations, given that the provincial health agencies are operational and challenges are being experienced in real-time.
4. **Accountability and transparency** remains a top priority for Albertans. This year, there was more discussion on transparency and change management given the experiences of health care staff and the public through the changes taking place to announce and operationalize the four provincial health agencies. Participants strongly expressed a need to hold decision makers, health system leaders and care providers accountable for performance, improvement in health outcomes, and the need for clearer communication, real-time data sharing, and public reporting.
5. **Workforce development and retention** remains a high priority for Albertans who see a strong workforce as a critical enabler for improved access to care and better health outcomes. Participants continued to identify specific concerns related to health care provider burnout, recruitment, the need for culturally safe and team-based care models, and the need for actions to improve the experiences of health care staff.
6. **Seamless patient and provider experiences** are critical to building a health care system that is integrated, connected, and supports smooth and continuous care journeys. Participants remain concerned about siloing in the health care system and the need to take action to mitigate and prevent fragmentation of care across the new health agencies. Improving navigation and ensuring both patients and providers can move through the system easily were identified as priorities.

The new themes are not meant to replace those raised in earlier refocusing consultations. Instead, they reflect how recent changes to Alberta's health care system are affecting people's experiences today.

Ongoing concerns, such as difficulties accessing care, continue to appear in feedback, showing that some challenges remain unresolved and will continue to be a priority. At the same time, the way people are talking about these issues is shifting, as early changes begin to take hold, and public expectations continue to evolve.

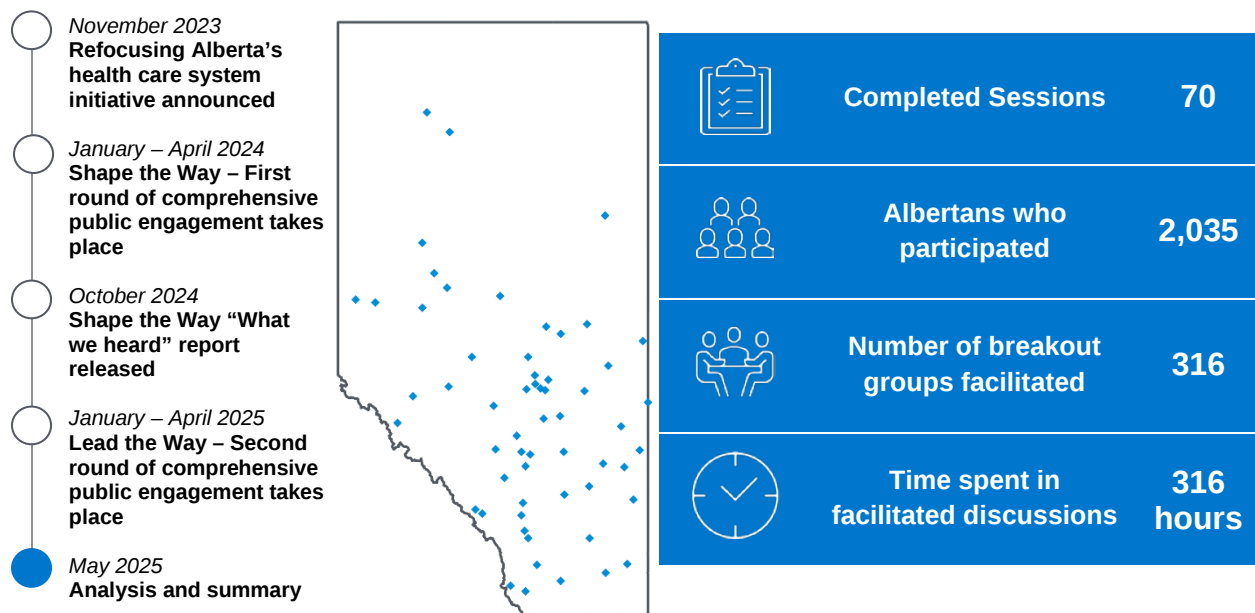
Public engagement findings and demographics

The Ministry of Primary and Preventative Health Services led government efforts to meet with Albertans, including health care providers, patients, and others, in 64 in-person public sessions across the province (63 in English and one in French), as well as six virtual engagement sessions (five in English and one in French) to hear their feedback.

Each in-person session was two hours and participants were greeted with information displays on the four provincial health agencies, the regional advisory councils and Indigenous Advisory Council, and health corridors. This was followed by a presentation on system refocusing efforts, including information on changes since the first round of engagement, initiatives underway, and insights into next steps. The remaining time was spent in small-group discussions (five to nine participants) led by professional facilitators. While these discussions were flexible to accommodate topics of interest to participants, the discussion was guided by five questions:

- 1.**
Are there new challenges or opportunities you have noticed since refocusing started?
- 2.**
What are some strengths you see amongst the actions taken? What other actions would you like to see?
- 3.**
What should Alberta Health Services focus on as it moves to a hospital service delivery provider?
- 4.**
What should be the top priority for each provincial health agency?
- 5.**
How would you like to continue to contribute feedback to the health care system?

These conversations allowed participants to share their perspectives and experiences. The remainder of this report outlines what we heard from Albertans, which is key to continuing to guide the work to develop a health care system that is responsive to the needs and expectations of Albertans.



2025 In-person public engagement session locations across Alberta			
LETHBRIDGE	January 21	LLOYDMINSTER	March 7
CROWSNEST PASS	January 22	VEGREVILLE	March 7
PINCHER CREEK	January 22	EDMONTON	March 10
BOW ISLAND	January 23	HIGH LEVEL	March 11
MEDICINE HAT	January 23	LA CRÊTE	March 12
BROOKS	January 24	PEACE RIVER	March 13
RIMBEY	January 29,	GRANDE PRAIRIE	March 13
SYLVAN LAKE	January 29	BEAVERLODGE	March 14
DRUMHELLER	January 30	WHITECOURT	March 18
INNISFAIL	January 30	VALLEYVIEW	March 18
RED DEER	January 31	HIGH PRAIRIE	March 19
STETTLE	January 31	MCLENNAN	March 19
CALGARY	February 4	SLAVE LAKE	March 20
CALGARY	February 4	ATHABASCA	March 20
BANFF	February 5	WESTLOCK	March 21
CANMORE	February 5	DRAYTON VALLEY	March 24
CLARESHOLM	February 6	EDMONTON	March 25
HIGH RIVER	February 6	SHERWOOD PARK	March 25
OKOTOKS	February 7	JASPER	March 26
AIRDRIE	February 7	HINTON	March 27
SPRUCE GROVE	February 10	EDSON	March 28
EDMONTON	February 10	OYEN	April 2
FORT SASKATCHEWAN	February 11	HANNA	April 2
ST. ALBERT	February 11	CORONATION	April 3
MORINVILLE	February 12	CONSORT	April 3
CALGARY	February 24	PROVOST	April 4
CALGARY	February 25	WAINWRIGHT	April 4
FORT MCMURRAY	March 4	SUNDRE	April 10
BOYLE	March 5	ROCKY MOUNTAIN HOUSE	April 10
LAC LA BICHE	March 5	WETASKIWIN	April 11
COLD LAKE	March 6	CAMROSE	April 11
ST. PAUL	March 6		



Lead the Way: What we heard

Six major themes arose:

1. Access to health care
2. Prevention and public health
3. Resource allocation and coordination
4. Accountability and transparency
5. Workforce development and retention
6. Seamless patient and provider experiences

Findings related to each theme are presented in the following pages, along with quotes from session participants.

1. Access to care

Access to care remains a top concern, with Albertans—especially in rural, remote, and Indigenous communities—calling for faster, fairer, and more culturally appropriate access to the full spectrum of health services.

Access to care remains a top priority and concern for Albertans. Rural, remote and Indigenous communities remain disproportionately impacted by a lack of access to care. Also, Albertans who are attached to a family physician still struggle to access timely care. These challenges extend beyond primary care and include long wait times for surgeries, specialist referrals, appointments, access to home care, long term care, mental health services, and emergency rooms visits, which contribute to frustration in accessing necessary services. Common discussions among participants included:

- The need for improved access to a regular health care provider and team-based care models
- Streamlining processes and improving system capacity to reduce wait times for care throughout the system
- Improving health care accessibility by addressing barriers faced by those in rural, remote, and Indigenous communities
- Providing culturally appropriate care options for Indigenous Peoples
- Providing a full continuum of addiction supports spanning harm reduction through to recovery interventions
- Improved access to publicly funded and timely mental health care services including as a part of the primary care system
- Ensuring consistent care delivery across all health care sectors and health corridors to improve access to services and reduce the need for travel to access care

What we heard from rural and remote participants:

- Limited local services and long travel distances in rural and remote areas create major barriers to timely care, especially for diagnostics and specialist access
- Travel for care imposes financial strain, safety risks, and family disruptions, particularly for those with children or caregiving responsibilities
- Participants called for extended rural clinic hours, better emergency medical services response times, more non-emergency transport, and improved access to virtual care options

“...service is an A+, but the time to get care is a C.”

“People just want to know that when they call their doctor, they can get the help that they need.”

“Provide care through the right people, at the right time, and in locations closer to home.”

“We need to ensure we have physicians and medical practitioners in every corner of the province (remote, rural, urban).”

2. Prevention and public health

Albertans want a health care system that prioritizes prevention: keeping people healthy through education, early intervention, and wellness, not only treating illness after it happens.

Participants were clear that public health and preventive care should play a more prominent part in the health care system and more emphasis should be placed on keeping Albertans healthy and improving their overall wellbeing proactively. This includes helping Albertans understand the role they play in their own health care and maintenance. Participants highlighted the importance of proactive and preventative health care in reducing demand, costs, and resources required over the long-term, and improving the overall sustainability of the health care system in Alberta. Participants discussed the importance of focusing on early education and wellness-focused initiatives, intentionally integrating these public health efforts across the four provincial health agencies. Conversations highlighted the value of educating children and youth to build healthy habits early on. Discussions focused on:

- Enhancing health education and wellness programs with a focus on prevention
- Educating the public on how public health fits in the refocused health care system
- Incentivizing preventative care from both the health care professional and public perspective
- Measuring the impact of preventative care

What we heard from rural and remote participants:

- Public health services in rural and remote communities have shifted, leading to confusion among staff and residents as roles change and some services are redirected to 811
- Health promotion and prevention programs such as [Wainwright on Wellness](#), [VIBE](#) (in Vermillion), and [BRITE](#) (in Provost) were examples of valuable programs in rural communities that have an impact on the health promotion and prevention efforts, focusing on building awareness among youth

“Prevention needs to have the same emphasis that treatment does. It’s the only way to have a healthy population in the long run.”

“The whole sector of public health needs to be strengthened to help out all of the provincial health agencies.”

“We need to focus on prevention and keeping people healthy before end-of-life care and before they are sick.”

“Focus on holistic care to keep people healthier longer to avoid pressure on the system.”

3. Resource allocation and coordination

Albertans want health care resources—people, equipment, and infrastructure—used where they’re needed most, with clear planning, transparency, and coordination across the system.

People expect health care resources to be managed and allocated in an optimal way. This was a significant topic of discussion in this round of engagement due to the introduction of the four provincial health agencies. Participants highlighted concerns regarding challenges with the coordination and competition for resources (including people and infrastructure) between the health agencies. Resource management is crucial for Alberta’s newly refocused health care system to function and operate in an effective and cost-conscious manner. Conversations with participants focused on:

- Optimizing resource allocation (equipment/people/infrastructure) across the health corridors, the health agencies and services providers
- Funding allocation for the four provincial health agencies, including capital planning decisions and funding for overlapping services
- Making sure that the workforce is able to work collaboratively and effectively across the agencies

What we heard from rural and remote participants:

- Participants expressed frustration with mismatches between community needs and the resources provided, leading to service gaps and travel burdens
- There is cautious optimism that health corridors could improve planning by assessing and coordinating nearby resources more effectively

“We need transparency across the pillars [provincial health agencies] with respect to funding.”

“Don’t take our limited rural resources and allocate them back to the big cities.”

“Keep emergency centres open in rural Alberta and provide appropriate staff, equipment, and resources to maintain consistent emergency care services in rural and remote communities.”

“Focus on investing for sustainable health care system.”

4. Accountability and transparency

Albertans want a health care system they can trust - one that clearly shows who's making decisions, why they're being made, and how they're improving care.

Accountability is essential to a strong health care system, with Albertans emphasizing the need for open, two-way communication between government, health care providers, and the communities they serve. During the *Lead the Way* engagement, Albertans called for greater transparency in decision-making and clear reporting on how changes are improving care.

There is a strong expectation for regular updates on the progress of health system refocusing and the performance of the new provincial health agencies using measurable indicators focused on timely, high-quality care, and better outcomes. To build trust, Albertans want clear communication about what decisions are being made, by whom, and based on what evidence. They also seek greater clarity on the roles of the four health agencies and the evolving responsibilities of Alberta Health Services. According to participants, accountability, and transparency involves:

- Enhancing communication with the public around decisions, leadership, and organizational changes
- Identifying and publicly reporting on relevant key performance indicators and metrics to track system efficiency, patient outcomes, and strategic priorities
- Monitoring progress and actively reporting on outcomes
- Enforcing quality and accountability across the system, including within the health agencies
- Ensuring health care experts are represented in decision-making processes
- Promoting diverse representation in health care leadership and decision-making

What we heard from rural and remote participants:

- Participants across both urban and rural areas expressed a lack of clarity around how decisions are made and how refocusing efforts are impacting their communities
- Rural participants emphasized the need for local representation in decision-making and supported tools like the regional advisory councils and surprise audits to ensure accountability and improve care quality in continuing care facilities

"We keep hearing that the government is keen on improving the health care system; but how do we know the feedback is being heard? How will we know if goals are being achieved?"

"How is there local decision making in a system that is led by a provincial ministry? There might be local input, but decisions are still top-down."

"Open and clear communication is lacking."

5. Workforce development and retention

Albertans know that quality care starts with a supported workforce - recruitment, retention, and respect for health care workers are essential to keeping the system strong.

Health care workers want better support in their roles, with improvements in recruitment, retention, resourcing, and communication. They are a critical component of the health care system and provide patient care amid growing demand and added pressure. Improving the morale and capacity of the health care workforce is necessary for providing high quality and timely care to Albertans. This has continued to be a major concern highlighted across Alberta. Conversations among participants included:

- Recruitment and retention to address high workloads and burnout, so staff can provide consistent and high-quality care
- Promoting continuous education and professional development to equip workers with the skills needed to meet evolving health care demands
- Improvement to change management, communication, and transparency through timely updates on policy and operational changes

What we heard from rural and remote participants:

- Persistent recruitment and retention challenges in rural and remote communities are increasing reliance on travel nurses, which disrupts continuity of care and imposes high costs on the system
- Permanent staff are experiencing fatigue from repeatedly mentoring newcomers without long-term commitments
- Barriers to attracting and retaining health care workers include limited permanent housing, lack of employment for family members, and poor community integration

“People can go work anywhere right now in health care across the country; we need to make Alberta a place people want to work.”

“A staffed system is a successful system.”

“Create innovative ways for foreign trained professionals to get accredited in a timely manner. Make it easier for them rather than creating more hoops to jump through.”

“Retention will be improved if you take better care of the people working for you, hire enough staff, and have plans for covering sick time.”

6. Seamless patient and provider experiences

Albertans want a health care system that feels like one team - seamless, connected, and centered on patients every step of the way.

Patients and providers want a refocused health care system that puts patients at the centre of all decisions. The primary concern participants raised was related to fragmented experiences and gaps in health care services. Very few people interact with only one part of the health care system, and Albertans want to know that the four new provincial health agencies are working together in a seamless, integrated way so it feels like one system supporting them through their care journey. People are very concerned about falling through the gaps, fragmented patient handoffs, and a lack of coordination of care. Similarly, providers have expressed concerns with changes to the way they work and how organizational changes will impact timely, effective communication throughout the four agencies. Key thoughts from participants included the importance of:

- Supporting patient navigation to facilitate improved health care access
- Enhancing referral pathways, with a focus on closed-loop referrals
- Improving access to health care information for patients and providers through platforms like Connect Care and MyHealth Alberta
- Addressing the social determinants of health through comprehensive care

What we heard from rural and remote participants:

- Limited navigation and advocacy in rural areas leads to fragmented care, especially during transitions and when patients must travel for services without coordinated follow-up or clear support
- Programs like rural medical education and initiatives for nurse practitioners and physician assistants are viewed positively, but seasonal population shifts (e.g., in Banff) can further complicate workforce planning
- Staffing shortages in rural areas force providers to juggle multiple roles, making it hard to take time off and increasing the risk of care gaps when coverage isn't available

"If you aren't able to advocate for yourself, you aren't able to get access to services."

"Where is the right place for me to go to find out where I need to go?"

"Every citizen should have one chart. Connect Care needs to be across all the agencies and service providers."

"Provincial health agencies should have shared priorities: integration of care across the agencies and the wrap-around care of a person, not just the ailment."

Virtual engagement findings

Six virtual engagement sessions—five in English and one in French—were held to provide additional opportunities for participation and input. Across these sessions, a total of 122 participants contributed valuable and diverse perspectives that helped shape the overall findings.

The perspectives shared in the virtual sessions closely aligned with those gathered during in-person discussions, reinforcing a clear and consistent understanding of the challenges and opportunities within the health care system.

Participants highlighted the need for more timely access to care, particularly in primary care, emergency departments, and home care. There was strong support for initiatives such as expanding the scope of practice for nurse practitioners and pharmacists, which were seen as positive steps forward. Prevention and public health also emerged as key themes, with many participants emphasizing the importance of a proactive, community-focused approach.

The feedback emphasized the need for a health care system that is integrated, responsive, and easier to navigate.

Targeted conversation findings

Francophone sessions

Access to health care in French remains a priority for the French-speaking individuals consulted, with particular attention given to vulnerable populations or those in remote regions. Special emphasis is placed on the development and retention of French-speaking professionals. The recognition of language skills is cited as an essential means for delivering quality care in French. Two sessions were held with the Francophone community: one in-person and one virtually.

Communication and transparency remain central themes, with a strong emphasis on accountability and openness. Additionally, the engagement of French-speaking stakeholders in the refocusing process is a priority for strengthening trust with this population.

While the themes from the French-language sessions align broadly with the six main themes found in the public sessions, unique themes also emerged from the Francophone sessions, such as public trust and concerns about privatization. The following table shows the themes from the general public and Francophone sessions:

Francophone Engagement		General Public Engagement
Thèmes	Themes (in English)	Themes
1. Accès aux soins	1. Access to care	1. Access to care
2. Répartition et coordination des soins	2. Distribution and coordination of resources	2. Prevention and public health
3. Responsabilité et transparence	3. Accountability and transparency	3. Resource allocation and coordination
4. Développement et rétention de la main-d'œuvre	4. Workforce development and retention	4. Accountability and transparency
5. Expérience fluide pour les patients et les prestataires	5. Seamless experience for patients and providers	5. Workforce development and retention
6. Confiance du public et craintes de privatisation	6. Public trust and privatization concerns	6. Seamless experience for patients and providers

Indigenous perspectives

The unique needs of Indigenous communities were a focus of many discussions. Primary concerns from participants included the need to improve culturally safe and appropriate care options, address racism and discrimination that exists in the health care system, and expand access to services in or near Indigenous communities. These efforts need to be more pronounced recognizing that in 2024, First Nations Peoples had a life expectancy 15.7 years below that of non-First Nations Albertans.¹

Findings from the *Shape the Way* engagement will continue to inform the work of health-sector ministries to better respond to Indigenous-specific needs and are being monitored in addition to the findings from this round of engagement. Some positive steps since last year include progress towards the creation of the Indigenous Advisory Council and representation of Indigenous perspectives on the regional advisory councils, as well as the Indigenous Health Division's leadership on public consultation over winter 2024 to better understand the experiences of Indigenous Peoples in accessing health care services.

¹ Based on publicly available data from: http://www.ahw.gov.ab.ca/IHDA_Retrieval/

Online Feedback Forms

Alberta's government used an online tool to give health care workers and Albertans a platform where they could provide feedback on health care system refocusing. The feedback form ran from January 29, 2025, to May 22, 2025.

A total of 354 responses were obtained through the feedback form. Responses were analyzed to gain insight into the challenges faced, and the action and top priorities that Albertans wanted to see implemented during the refocusing. Note that the information collected through these tools—while valuable—must be interpreted carefully due to participant self-selection.

Respondents provided their perspectives and proposed solutions and suggestions through open text, which called for improvements in the following areas:

Organizational structure and management <i>solutions for enhanced governance</i>	• Reduce red tape and management positions • Prioritize free, quality health care for Albertans	Workforce development <i>strategies to enhance and grow the workforce</i>	• Boost morale and retention through fair wages, admin support, and expanded roles • Incentivize health care workers to stay in Alberta
Public health initiatives <i>solutions focused on preventative care</i>	• Prioritize and fund health promotion and education • Stronger investment in early intervention	Resource allocation & budget transparency <i>recommendations for resource allocation</i>	• Improve local autonomy in allocating budget • Direct funding to front-line services • Allocate resources based on individual community needs
Technology and integration <i>strategies to improve seamless patient care</i>	• Improve coordination through expanded EMR • Utilize technology to strengthen integration across providers and care settings • Develop a unified referral system	Transparency & Accountability <i>suggestions to build patient trust</i>	• Notify health care workers of changes first • Ensure budget transparency and accountability • Highlight metrics to show progress



Conclusion and next steps

The Government of Alberta—in particular the Ministries of Primary and Preventive Health Services, Hospital and Surgical Health Services, Assisted Living and Social Services, and Mental Health and Addiction—is grateful to the many Albertans who took the time to participate and share feedback through this process. Your opinions, perspectives and experiences are critical to informing our efforts in refocusing Alberta's health care system to be one that is responsive to and reflective of the needs of Albertans.

We are pleased that this year, in addition to each Minister receiving your input, the leaders of the provincial health agencies are also able to learn from this feedback to ensure that the operations of the agencies are aligned with Albertan's expectations.

Our commitment to stay connected and engaged with the public is stronger than ever. We will share updates on the progress being made to address the suggestions that you have raised. You can continue to find information on advancements with health system refocusing efforts, as well as information on how to stay involved, by visiting alberta.ca/healthcare.